

1. Which theory of planned change serves as the foundation for appreciative inquiry (AI)?
  - a. Lewin's Change Model
  - b. Action Research Model
  - c. The Positive Model
  - d. all of the above

*ANSWER:* c  
*POINTS:* 1  
*DIFFICULTY:* Moderate  
*LEARNING OBJECTIVES:* ODAC.CUMM.15.02.01 - 02.01  
*STATE STANDARDS:* United States - NONE - DISC - Group Dynamics  
*ACCREDITING STANDARDS:* BUSPROG: Analytic  
*TOPICS:* A-head: Theories of Planned Change  
*KEYWORDS:* Bloom's Comprehension

2. In Lewin's model of change, change is brought about by:
  - a. ensuring equilibrium
  - b. increasing forces for change
  - c. providing laboratory training
  - d. Reinforcing organizational culture

*ANSWER:* b  
*POINTS:* 1  
*DIFFICULTY:* Moderate  
*LEARNING OBJECTIVES:* ODAC.CUMM.15.02.01 - 02.01  
*NATIONAL STANDARDS:* United States - BUSPROG: Analytic  
*STATE STANDARDS:* United States - NONE - DISC - Group Dynamics  
*TOPICS:* A-head: Theories of Planned Change  
*KEYWORDS:* Bloom's Knowledge

3. The three sequential steps in Lewin's change model are
  - a. freezing, movement, changing
  - b. unfreezing, movement, refreezing
  - c. unfreezing, refraining, refreezing
  - d. changing, movement, freezing

*ANSWER:* b  
*POINTS:* 1  
*DIFFICULTY:* Moderate  
*LEARNING OBJECTIVES:* ODAC.CUMM.15.02.01 - 02.01  
*NATIONAL STANDARDS:* United States - BUSPROG: Analytic  
*STATE STANDARDS:* United States - NONE - DISC - Group Dynamics  
*TOPICS:* A-head: Theories of Planned Change  
*KEYWORDS:* Bloom's Knowledge

4. The Action Research Model focuses on
- planned change as a cyclical process
  - heavy diagnosis after acting, planning, and implementation
  - reporting new data from previous research
  - reducing the process of psychological disconfirmation

*ANSWER:* a  
*POINTS:* 1  
*DIFFICULTY:* Moderate  
*LEARNING OBJECTIVES:* ODAC.CUMM.15.02.01 - 02.01  
*NATIONAL STANDARDS:* United States - BUSPROG: Analytic  
*STATE STANDARDS:* United States - NONE - DISC - Group Dynamics  
*TOPICS:* A-head: Theories of Planned Change  
*KEYWORDS:* Bloom's Comprehension

5. Contemporary applications of action research emphasize
- data gathering and analysis
  - consultation with a behavioral scientist
  - an increased degree of member involvement
  - problem(s) identification

*ANSWER:* c  
*POINTS:* 1  
*DIFFICULTY:* Moderate  
*LEARNING OBJECTIVES:* ODAC.CUMM.15.02.01 - 02.01  
*NATIONAL STANDARDS:* United States - BUSPROG: Analytic  
*STATE STANDARDS:* United States - NONE - DISC - Group Dynamics  
*TOPICS:* A-head: Theories of Planned Change  
*KEYWORDS:* Bloom's Evaluate

6. Which activity is *not* part of the general model of planned change?
- interviews and action planning
  - entering and contracting
  - diagnosis
  - planning and implementing

*ANSWER:* a  
*POINTS:* 1  
*DIFFICULTY:* Moderate  
*LEARNING OBJECTIVES:* ODAC.CUMM.15.02.02 - 02.02  
*NATIONAL STANDARDS:* United States - BUSPROG: Analytic  
*STATE STANDARDS:* United States - NONE - DISC - Group Dynamics  
*TOPICS:* A-head: General Model of Planned Change  
*KEYWORDS:* Bloom's Analysis

7. When an action researcher is dealing with an organization that is under organized, the steps in the change process are
- identification, feedback, action, evaluation
  - definition, convention, action, evaluation
  - identification, convention, organization, evaluation
  - identification, action, convention, evaluation

*ANSWER:* c  
*POINTS:* 1  
*DIFFICULTY:* Moderate  
*LEARNING OBJECTIVES:* ODAC.CUMM.15.02.03 - 02.03  
*NATIONAL STANDARDS:* United States - BUSPROG: Analytic  
*STATE STANDARDS:* United States - NONE - DISC - Group Dynamics  
*TOPICS:* A-head: Different Types of Planned Change  
*KEYWORDS:* Bloom's Knowledge

8. To be a successful in international settings, the OD practitioner must
- educate client on their own cultural biases
  - follow the same general model of planned change as in domestic settings
  - adapt the action research process to fit the cultural context
  - provide feedback once process is complete

*ANSWER:* c  
*POINTS:* 1  
*DIFFICULTY:* Easy  
*LEARNING OBJECTIVES:* ODAC.CUMM.15.02.03 - 02.03  
*NATIONAL STANDARDS:* United States - BUSPROG: Analytic  
*STATE STANDARDS:* United States - NONE - DISC - Group Dynamics  
*TOPICS:* A-head: Different Types of Planned Change  
*KEYWORDS:* Bloom's Comprehension

9. OD efforts are limited because of limited information available to guide change.
- True
  - False

*ANSWER:* True  
*POINTS:* 1  
*DIFFICULTY:* Easy  
*LEARNING OBJECTIVES:* ODAC.CUMM.15.02.04 - 02.04  
*NATIONAL STANDARDS:* United States - BUSPROG: Analytic  
*STATE STANDARDS:* United States - NONE - DISC - Group Dynamics  
*TOPICS:* A-head: Critique of Planned Change  
*KEYWORDS:* Bloom's Comprehension

10. According to Lewin, the best way to manage change is to increase the forces for change.

- a. True
- b. False

*ANSWER:* False

*POINTS:* 1

*DIFFICULTY:* Moderate

*LEARNING OBJECTIVES:* ODAC.CUMM.15.02.01 - 02.01

*NATIONAL STANDARDS:* United States - BUSPROG: Analytic

*STATE STANDARDS:* United States - NONE - DISC - Group Dynamics

*TOPICS:* A-head: Theories of Planned Change

*KEYWORDS:* Bloom's Knowledge

11. Change strategies are often modified on the basis of continued diagnosis.

- a. True
- b. False

*ANSWER:* True

*POINTS:* 1

*DIFFICULTY:* Moderate

*LEARNING OBJECTIVES:* ODAC.CUMM.15.02.01 - 02.01

*NATIONAL STANDARDS:* United States - BUSPROG: Analytic

*STATE STANDARDS:* United States - NONE - DISC - Group Dynamics

*TOPICS:* A-head: Theories of Planned Change

*KEYWORDS:* Bloom's Knowledge

12. Two adaptations of action research are increased participant involvement and a greater appreciative approach to OD.

- a. True
- b. False

*ANSWER:* True

*POINTS:* 1

*DIFFICULTY:* Moderate

*LEARNING OBJECTIVES:* ODAC.CUMM.15.02.01 - 02.01

*NATIONAL STANDARDS:* United States - BUSPROG: Analytic

*STATE STANDARDS:* United States - NONE - DISC - Group Dynamics

*TOPICS:* A-head: Theories of Planned Change

*KEYWORDS:* Bloom's Knowledge

13. In action research, data is only gathered after action has been taken to monitor the results.

- a. True
- b. False

*ANSWER:* False

*POINTS:* 1

*DIFFICULTY:* Easy

*LEARNING OBJECTIVES:* ODAC.CUMM.15.02.01 - 02.01

*NATIONAL STANDARDS:* United States - BUSPROG: Analytic

*STATE STANDARDS:* United States - NONE - DISC - Group Dynamics

*TOPICS:* A-head: Theories of Planned Change

*KEYWORDS:* Bloom's Knowledge

14. In under-organized organizations, the consultant attempts to "tighten up" the governance system.

- a. True
- b. False

*ANSWER:* True

*POINTS:* 1

*DIFFICULTY:* Easy

*LEARNING OBJECTIVES:* ODAC.CUMM.15.02.03 - 02.03

*NATIONAL STANDARDS:* United States - BUSPROG: Analytic

*STATE STANDARDS:* United States - NONE - DISC - Group Dynamics

*TOPICS:* A-head: Different Types of Planned Change

*KEYWORDS:* Bloom's Knowledge

15. The same steps in the action research model should be applied regardless of whether the organization is under-organized or over-organized.

- a. True
- b. False

*ANSWER:* False

*POINTS:* 1

*DIFFICULTY:* Easy

*LEARNING OBJECTIVES:* ODAC.CUMM.15.02.03 - 02.03

*NATIONAL STANDARDS:* United States - BUSPROG: Analytic

*STATE STANDARDS:* United States - NONE - DISC - Group Dynamics

*TOPICS:* A-head: Different Types of Planned Change

*KEYWORDS:* Bloom's Knowledge

16. The identification phase of action research is designed to identify people who should assist in setting the direction of the organization.
- a. True
  - b. False

*ANSWER:* False  
*POINTS:* 1  
*DIFFICULTY:* Moderate  
*LEARNING OBJECTIVES:* ODAC.CUMM.15.02.01 - 02.01  
*NATIONAL STANDARDS:* United States - BUSPROG: Analytic  
*STATE STANDARDS:* United States - NONE - DISC - Group Dynamics  
*TOPICS:* A-head: General Model of Planned Change  
*KEYWORDS:* Bloom's Knowledge

17. The general model of planned change describes the way OD efforts always proceed.
- a. True
  - b. False

*ANSWER:* False  
*POINTS:* 1  
*DIFFICULTY:* Easy  
*LEARNING OBJECTIVES:* ODAC.CUMM.15.02.02 - 02.02  
*NATIONAL STANDARDS:* United States - BUSPROG: Analytic  
*STATE STANDARDS:* United States - NONE - DISC - Group Dynamics  
*TOPICS:* A-head: General Model of Planned Change  
*KEYWORDS:* Bloom's Comprehension

18. Diagnostic models for analyzing problems explore activities at the organization level, group level, and individual level.
- a. True
  - b. False

*ANSWER:* True  
*POINTS:* 1  
*DIFFICULTY:* Easy  
*LEARNING OBJECTIVES:* ODAC.CUMM.15.02.02 - 02.02  
*NATIONAL STANDARDS:* United States - BUSPROG: Analytic  
*STATE STANDARDS:* United States - NONE - DISC - Group Dynamics  
*TOPICS:* A-head: General Model of Planned Change  
*KEYWORDS:* Bloom's Comprehension

19. The relationship between planned change and organizational performance and effectiveness is well understood.

- a. True
- b. False

*ANSWER:* False  
*POINTS:* 1  
*DIFFICULTY:* Moderate  
*LEARNING OBJECTIVES:* ODAC.CUMM.15.02.01 - 02.01  
*NATIONAL STANDARDS:* United States - BUSPROG: Analytic  
*STATE STANDARDS:* United States - NONE - DISC - Group Dynamics  
*TOPICS:* A-head: Theories of Planned Change  
*KEYWORDS:* Bloom's Knowledge

20. What is "planned change" as compared with other types of change?

*ANSWER:* Answer not provided.  
*POINTS:* 1  
*DIFFICULTY:* Easy  
*LEARNING OBJECTIVES:* ODAC.CUMM.15.02.01 - 02.01  
*NATIONAL STANDARDS:* United States - BUSPROG: Analytic  
*STATE STANDARDS:* United States - NONE - DISC - Group Dynamics  
*TOPICS:* A-head: Theories of Planned Change  
*KEYWORDS:* Bloom's Analysis

21. Compare and contrast Lewin's change model, the action research model, and the positive model. Describe their strengths and weaknesses.

*ANSWER:* Answer not provided.  
*POINTS:* 1  
*DIFFICULTY:* Challenging  
*LEARNING OBJECTIVES:* ODAC.CUMM.15.02.01 - 02.01  
*NATIONAL STANDARDS:* United States - BUSPROG; Analytic - BUSPROG: Analytic  
*STATE STANDARDS:* United States - NONE - DISC - Group Dynamics  
*TOPICS:* A-head: Theories of Planned Change  
*KEYWORDS:* Bloom's Analysis

22. Planned change can differ greatly from one organization to another. Discuss how planned change efforts might differ in domestic vs. international settings.

*ANSWER:* Answer not provided.  
*POINTS:* 1  
*DIFFICULTY:* Moderate  
*LEARNING OBJECTIVES:* ODAC.CUMM.15.02.03 - 02.03  
*NATIONAL STANDARDS:* United States - BUSPROG: Analytic  
*STATE STANDARDS:* United States - NONE - DISC - Group Dynamics  
*TOPICS:* A-head: Different Types of Planned Change  
*KEYWORDS:* Bloom's Application

23. What problems associated with planned change should the OD practitioner be aware of? How might such problems be overcome?

*ANSWER:* Answer not provided.

*POINTS:* 1

*DIFFICULTY:* Moderate

*LEARNING OBJECTIVES:* ODAC.CUMM.15.02.04 - 02.04

*NATIONAL STANDARDS:* United States - BUSPROG: Analytic

*STATE STANDARDS:* United States - NONE - DISC - Group Dynamics

*TOPICS:* A-head: Critique of Planned Change

*KEYWORDS:* Bloom's Evaluate

24. Describe the framework of the general model of planned change. Include a discussion of each activity and a typical sequence of events.

*ANSWER:* Answer not provided.

*POINTS:* 1

*DIFFICULTY:* Easy

*LEARNING OBJECTIVES:* ODAC.CUMM.15.02.02 - 02.02

*NATIONAL STANDARDS:* United States - BUSPROG: Analytic

*STATE STANDARDS:* United States - NONE - DISC - Group Dynamics

*TOPICS:* A-head: General Model of Planned Change

*KEYWORDS:* Bloom's Knowledge